

Rocky Flats Environmental Technology Site Integrated Work Control Program Improvement Process

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December 5, 2000

Integrated Work Control Program

- IWCP Purpose:
 - Provides a single program through which all work at the Site is planned and executed
 - Implements the ISM Core Functions and Guiding Principles by incorporating them in all work planning and execution

Integrated Work Control Program

- IWCP Manual:
 - Provides a summary and direction for implementing Integrated Safety Management
 - Provides for the selection of the appropriate planning approach and for applicable planning tools
 - Describes the process for identifying job hazards, developing job controls, and implementing the specific controls during job execution
 - Provides a mechanism for feedback to ensure continuous Program improvement

Sources of Program Improvements

- Improving the IWCP is accomplished by assessing Program implementation and by obtaining feedback on implementation strengths and weaknesses. Sources include:
 - IWCP Points of Contact forwarding facility and project comments from all levels
 - Management Summits
 - Lessons Learned/ Generic Implications Program
 - IWC Program Assessments and Evaluations
 - Face-to-face discussions with Planners and Craft

Sources of Program Improvements

- Assessments and Evaluations
 - Program Assessments
 - Performed annually by the IWC Program Manager and a team of SMEs to formally assess programmatic compliance
 - Management Assessments
 - Performed by project senior management as self-assessments to formally evaluate IWCP implementation compliance.
 - Independent Safety Oversight
 - Performed by an independent organization to a set of ISM/IWCP implementation CRADs

Sources of Program Improvements

- Discussions and Interviews
 - Mentoring
 - Performed by the IWC Program Manager, SMEs and POCs working with Planners and Procedure Writers to help them work through issues and problems, learn the IWCP process, and to identify opportunities for improvement
 - Craft Interviews
 - Performed by the IWC Program Manager to obtain first-hand feedback on IWCP implementation issues, problems and improvement recommendations.

Program Improvement Process

- Recommendations for Program improvements are evaluated and those applicable are incorporated into page changes, Manual revisions or supplemental training
- Revisions are distributed for parallel review to all projects
- Comments are received through the POCs from all levels within the projects (In excess of 1200 comments were received on Revision 3 from workers to supervisors to senior management)
- Every comment is dispositioned by incorporation or by explanation to the originator

Program Improvement Process

- A final draft is reviewed and approved by the IWC Program Manager and all project vice presidents
- A formal training program is developed by the IWCP and cascaded to all floor-level supervisors and crafts through the project RMs
- Formal qualification training is provided to the Planners
- Assessments and evaluations follow up on the training to verify performance is consistent with current requirements, and opportunities for further improvements are identified

Conclusion

- Opportunities for improving the ISMS and IWCP are identified through:
 - Assessments
 - Evaluations
 - Feedback from those personnel responsible for planning and executing the work
- These are occurring concurrently and continuously to ensure that work is being performed in the safest and most effective manner